

OSD/DPMO Personnel Recovery Policy Directorate



***DASD: Honorable Jerry Jennings
PRP: Colonel John Hobble***

Personnel Recovery & its Relationship to Personnel Accounting



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Traditional Role of DPMO

WW II: 78,000+

Missing Persons Act



KOREA: 8,100+



Iraq: 3+

Cold Warriors

An historical display of secret American intelligence gathering flights flown against the Soviet Union during the Cold War. This display depicts ten unresolved Cold War shootdowns of American aircraft beginning in 1950 and ending in 1965.

January 1995
47 Corridor OHB

COLD WAR: 120+



VIETNAM: 1845+

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Missing Persons Act 1996

- *Consolidated policy, control, and oversight for all matters relating to missing persons, including those related to search, rescue, escape, and evasion*
- *Consolidated DoD policy advocacy from several OSD offices: USD(AT&L), USD(P&R), USD(I), ASD(ISA), ASD(SO/LIC), & ASD(NII)*
- *Directed single point responsibility for coordination among OSD, JCS, Services, and the Combatant Commands*
- *Gave ASD/ISA (DPMO) the new mission of establishing uniform DoD policies for personnel recovery*



Personnel Recovery: New Definitions



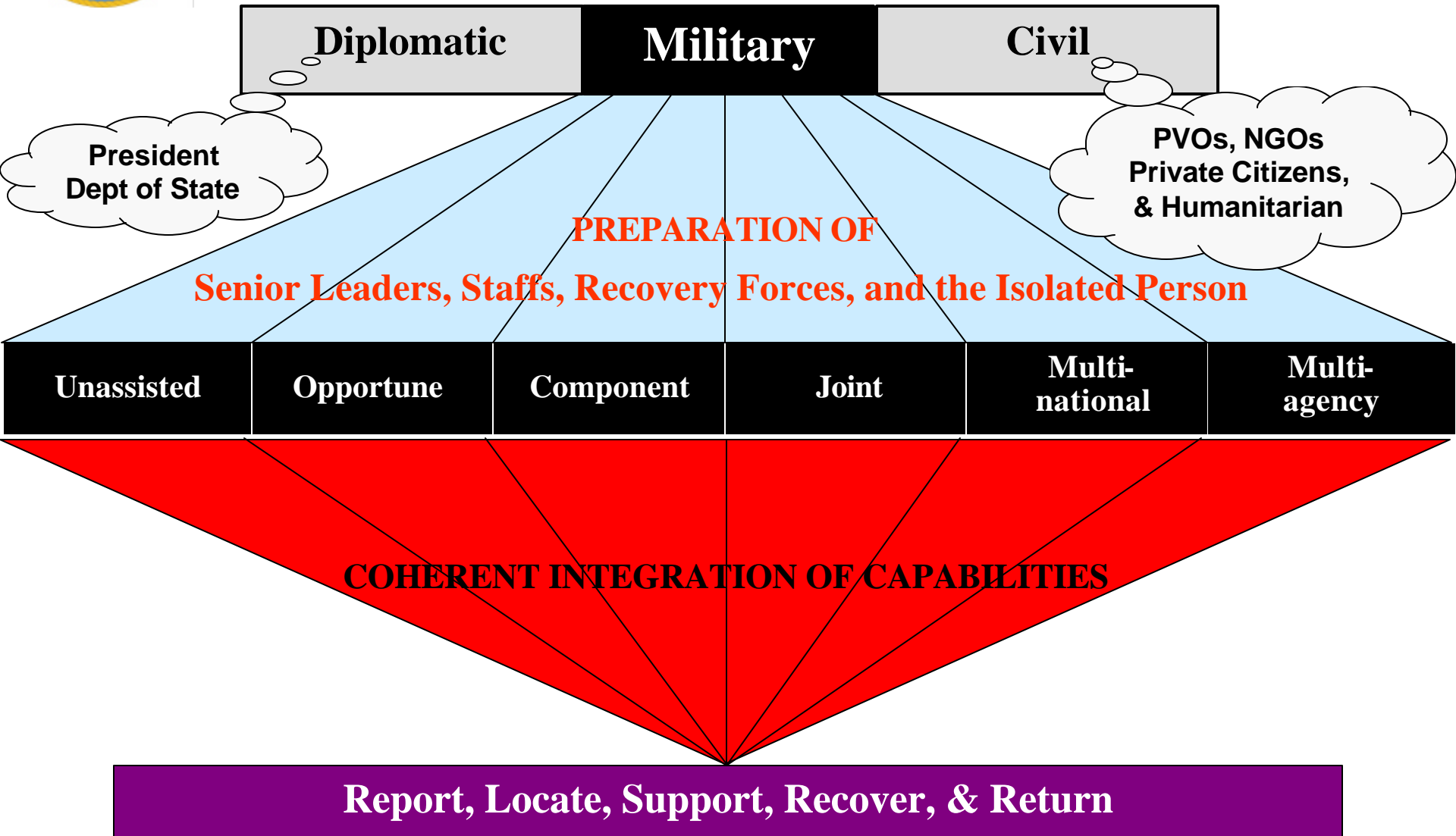
- **Personnel recovery (PR).** *The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel.*
- **Isolated personnel (IP).** *United States military, Department of Defense civilians and contractor personnel (and others designated by the President or Secretary of Defense) who are separated from their unit (as an individual or group) while participating in a U.S. sponsored military activity or mission and are, or may be, in a situation where they must survive, evade, resist, or escape.*
- ***Why is it important?***
 - **Minimizes risk through planning, training, and equipping**
 - **Provides infrastructure to return isolated personnel to friendly control**
 - **Denies the adversary a potential source of intelligence and exploitation**
 - **Prevents exploitation and propaganda designed to influence our National strategies, international opinion, and our National will**

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Personnel Recovery - The DoD View



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Personnel Recovery in DoD

DPMO: Designated by the Assistant Secretary of Defense for International Security Affairs ASD(ISA) as the OPR for personnel recovery policy



CDRUSJFCOM: DoD Executive Agent (EA) for coordinating Personnel Recovery issues among Military Departments, Combatant Commands, the Joint Chiefs of Staff, the Joint Staff, OSD and Defense agencies, DoD Field Activities, and Other Governmental Agencies

JPRA: DoD OPR for personnel recovery operations and responsible for coordinating and advancing PR capabilities while executing EA functions for USJFCOM

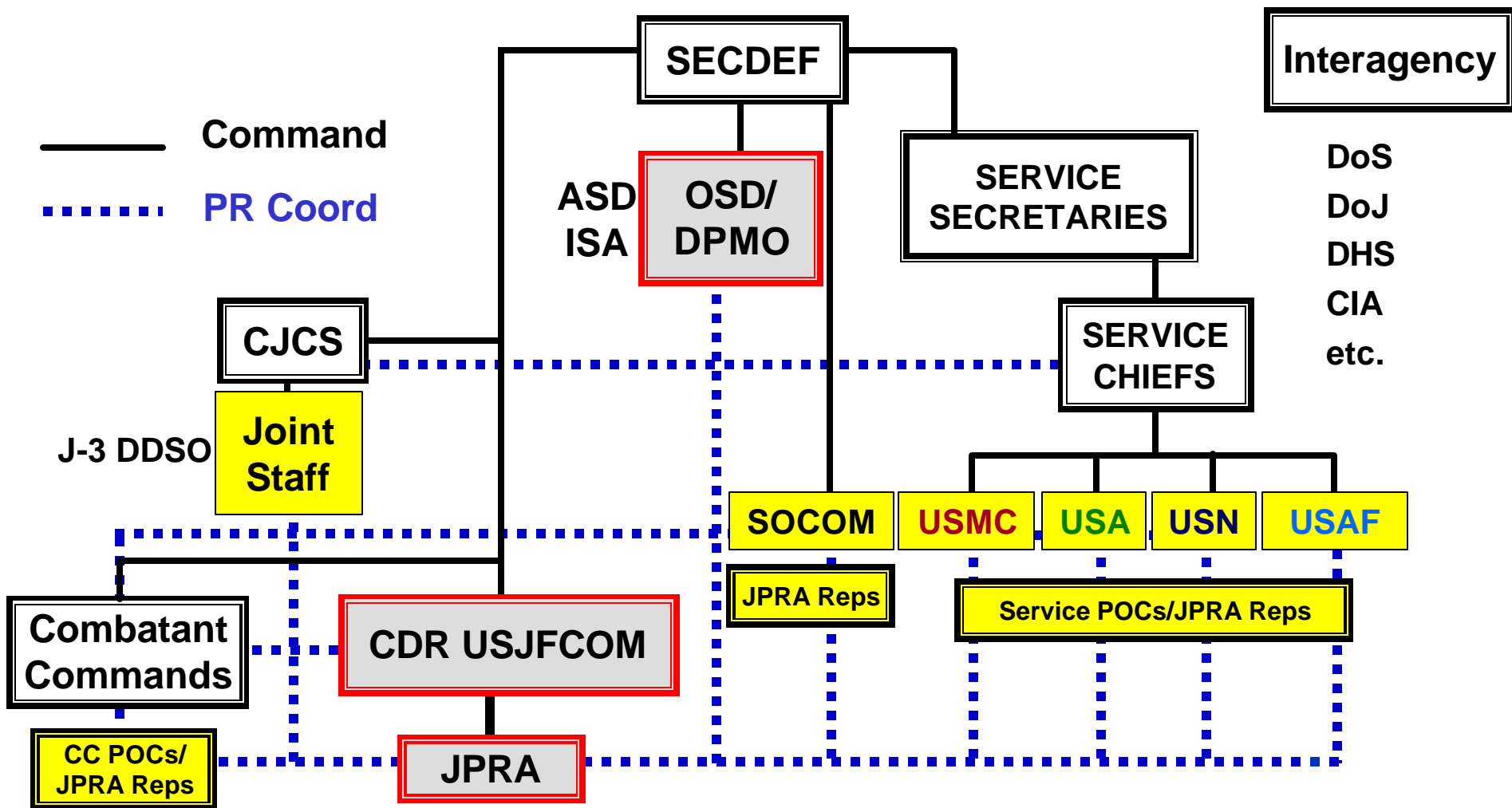


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Personnel Recovery Coordination



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DPMO's Personnel Recovery Roles

- *Policy*
- *Advocacy*
- *Studies*
- *SMEs*
- *Personnel Recovery Advisory Group (PRAG)*
 - *AO's Group*
 - *Colonel's Group*
 - *Senior Executive Group*
- *Personnel Recovery Technology Working Group*
- *DoD Personnel Recovery Conferences*





Analyzing the Personnel Recovery Problem Set



- **IDA commissioned to perform a study of the NPRA**
 - Study was completed in July 2004
 - Highlighted multiple areas of concern across interagency
 - Established a requirement for a US Government “roadmap”
 - Implementation plan development funded for FY05 (DPMO)
- **Implementation plan primary program lines**
 - Develop national personnel recovery policy
 - Advise interagency partners through education and training
 - Update DoD’s approach to Code of Conduct and SERE training
 - Address USG contractors serving in high threat environments



Where We Are Today



- **Building the interagency team**

- **DoD workshops with overwhelming support for a national policy**
- **Services, COCOMs, Joint and OSD staffs are major players from within DoD**
- **Interagency workshop with support for some form of overarching USG Policy**
- **DoJ, Customs, DHS, & DEA taking the initiative**

- **NSC involvement throughout**



The Way Ahead



- Establishment of the ***HWG Writer's Group*** under the auspices of NSC and NSPD-12, reporting to the Counterterrorism Security Group
 - Will serve as the national policy coordinator for personnel recovery
 - Will have cognizance over a wider range of personnel recovery matters
 - Provides a venue to promote interagency dialogue and workshops on personnel recovery issues
 - Developing the national policy for personnel recovery with a rewrite of NSPD-12, *United State Citizens Held Hostage Abroad*

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Desired National End-State



- All USG agencies are aware of their PR responsibilities
- All are aware of their own capabilities and those of other agencies
- All plan, train, and rehearse for PR events in a coherently integrated manner

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**Transitioning from
Personnel Recovery to
Personnel Accounting**



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Personnel Recovery to Personnel Accounting

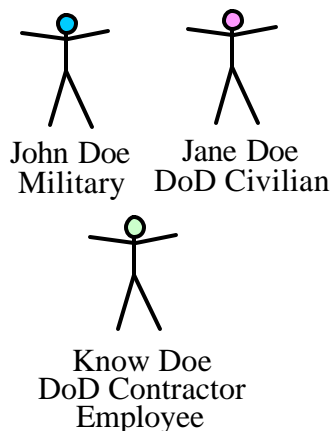


Steady State

Isolating incident
occurs (ambush)

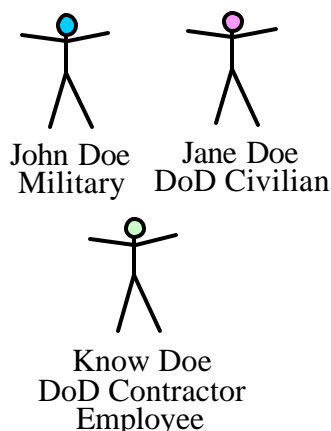
Commander investigates
isolating incident

Commander daily
operationally accounts
for his personnel



All three present
for duty

Commander determines
three are missing from
their duty posts



All three are DUSTWUN (their
condition) until they can be
positively determined to be missing

Commander makes
administrative status
recommendation to COCOM



Admin Status flows up through
both ops (J3) and personnel (J1)
channels--**note that there can be
an actionable status w/o a
Service stamp of approval**

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Personnel Recovery to Personnel Accounting



COCOM accepts
status recommendation &
sends DD 2812s to Service

JSRC receives
actionable intel
on John Doe

John Doe is
recovered

JSRC, RCCS, and
UARCC begin tracking
(operationally accounting
for) missing personnel;
PR will happen
w/actionable intel

COCOM plans and
executes a personnel
recovery mission

Reintegration
Phase 1 begins

Missing **Missing**

Know Doe
DoD Contractor
Employee

Jane Doe
DoD Civilian

Missing-captured

John Doe
Military

RECOVERED

John Doe
Military

**Personnel recovery
mission could be conventional,
non-conventional, allied,
coalition, or multi-agency**

**Medical screening &
treatment, tactical
debriefings for perishable
intel, transport to Phase 2
location to the rear--
generally in theater but
could be in another
COCOM or even CONUS**

**COCOM's acceptance
makes admin status
an official status**

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Personnel Recovery to Personnel Accounting



Service receives
DD 2812s on Know Doe
and Jane Doe

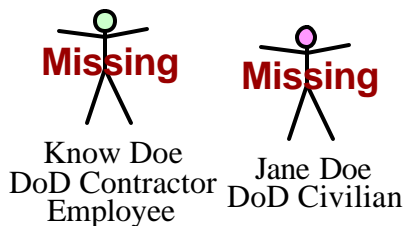
Service waives
board for Jane Doe

Service requests OSD DPMO
staff a package to USD(P) to
determine coverage on Know Doe

Service (may) holds a board
for missing personnel;
here is where the process is
different between a DoD
civilian/military and
DoD contractor employees

Jane Doe declared
missing; coverage
not an issue so official
status used in theater
is now confirmed as
her legal status

A DoD contractor
must meet
conditions under MPA to
be designated a
“covered” person”



**The Service may waive the
initial board based on
compelling evidence from the
field and assign a status for
DoD civilian/military**

**Family notification,
captivity support, &
reintegration planning
are required now**

The questions requiring answers:

- 1. Proof of citizenship**
- 2. Proof assigned in theater (orders)**
- 3. Proof of missing status (DD 2812)**
- 4. Contractual evidence the missing employee was working against a valid DoD contract**

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Personnel Recovery to Personnel Accounting



USD(P) signs coverage package for Know Doe

COCOM informed of Service decisions

John Doe transported to Phase 2 facility

Service receives package; decides to hold initial board; Know Doe assigned legal status under MPA

Missing





Know Doe
DoD Contractor Employee

Family notification, captivity support, & reintegration planning are required now from Contractor with DoD assistance if required

JSRC continues to plan for the recovery of Know & Jane

Missing **Missing**



Know Doe DoD Contractor Employee Jane Doe DoD Civilian

Screening of information for actionable intel and planning for a recovery will continue until COCOM receives:

1. They are recovered
2. Proof of death
3. No further info since initial loss and hostilities conclude

Reintegration continues w/ further medical treatment, debriefs, decompression, and integration with family

RECOVERED



John Doe
Military

Phase 2 complete if John is cleared medically and psychologically, debriefing is complete. and he returned to duty; if not complete John returns to CONUS and Service control for Phase 3.

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Personnel Recovery to Personnel Accounting



John Doe's reintegration
not finished when
Phase 2 complete

Hostilities conclude

John Doe transported to
CONUS for Phase 3;
reintegration continues w/
further medical treatment,
debriefs, decompression,
and integration with family



John Doe
Military

Phase 3 complete when John
is cleared medically and
psychologically, debriefing
is complete, and he is
returned to duty

Know Doe and Jane
Doe are still missing



Know Doe
DoD Contractor
Employee



Jane Doe
DoD Civilian

Personnel accounting mission
takes over from the personnel
recovery mission

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Personnel Recovery to Personnel Accounting



- ***The final question: Once we make the transfer from personnel recovery operations to personnel accounting operations, how do transfer all of the requisite data for the archives, Casualty Affairs, and DPMO***
- ***Salient issues:***
 - Who directs the transfer?
 - Who has oversight?
 - Who has equities?
 - What products are transitioned?
 - Where do those products originate?
 - Are there production, format, or standardization issues?
 - Who collates the final products for transfer?
 - Where do the products go?



Personnel Recovery to Personnel Accounting



- ***Who directs the transfer?***

- **Combatant Commander**

- ***Who has oversight?***

- **ASD(ISA) [DPMO]**

- ***Who has equities?***

- **DPMO**
- **COCOM (J2, J3, and forward JSRC/RCC)**
- **Chief of Mission**
- **USJFCOM (EA Action Office JPRA)**
- **Service (Personnel/Casualty Aff., Ops)**
- **DoD POW/MIA IC Cell**
- **National Intel community (CIA, NGA, NRO, NSA)**



Personnel Recovery to Personnel Accounting



- ***What products are transitioned?***

- Organizational case files
- Maps/charts
- Imagery
- JSRC/RCC logs
- Training logs/equipment logs/E&E info
- Message traffic/intel reports
- Service personnel jacket info
- Medical records
- Staff packages concerning the case
- Debriefing information from other isolated personnel

- ***Where do those products originate?***

- From all of those on the equities list



Personnel Recovery to Personnel Accounting



- ***Are there production, format, or standardization issues?***
 - Almost certainly; they could be resolved by JPRA (archives for all PR and SERE related information), Service Casualty Offices (required to track the case), and DPMO RA (research and analysis)
- ***Who collates the final products for transfer?***
 - JPRA, Service Casualty Offices, and DPMO
- ***Where do the products go?***
 - JPRA (originals), Service Casualty Offices, and DPMO
- ***What is the mechanism to keep the case files updated?***

NEXT STEP: *Coordination of Draft 3002.11 will address the transition and disposition of missing personnel case files. This process will be reviewed and reconciled during Departmental coordination.*

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QUESTIONS?



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Back-up Slides



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DPMO Points of Contact



- | | | |
|---|----------------------------|-----------------------|
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*Deployed until June 2006

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Evolution of PR in DoD



- **1942:** *Evasion and Escape (E&E) units operate with OSS and British MI-8 and MI-9*
- **1946:** *Air Rescue Service (ARS) started under Air Transport Command*
- **1949:** *USAF stands up first “SERE” School (resistance added 1953)*
- **1952:** *JCS determines USAF should be Executive Agent (EA) for E&E activities*
- **1955:** *Code of Conduct (CoC) implemented by Executive Order 10631; from 1955 – 1958 Other three services stand up SERE schools*
- **1959:** *First guidance released (USAF) for peacetime detention*
- **1961:** *USAF stands up first Peacetime CoC course; targets Sensitive Reconnaissance Operations only*
- **1964:** *DoD Directive first published*
- **1966:** *ARS renamed Air Rescue and Recovery Service under newly formed Military Airlift Command (MAC)*

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Evolution of PR in DoD



- **1973: Total of 714 US personnel recognized of having been captured in Vietnam (591 [included 25 civilians] repatriated)**
- **1976: Defense Review Committee for the Code of Conduct**
- **1977: SERE product development moved from DIA (blood chits, pointee-talkees, and evasion charts [EVCs]) to USAF**
- **1980: USAF appointed EA for CoC Training; also designated as the repository for POW/detention debriefings and related SERE info**
- **1983: ARRS deactivated; MAC'S 23rd AF stands up for SOF/Rescue**
- **1984: Hostage and peacetime governmental detention added to 1300.7**
- **1985: Navy and Marines combine SERE training**
- **1986: Army stands up SERE School (Col Nick Roe)**
- **1990: AFSOC stands up, 23rd AF dissolved, ARS reactivated under newly formed Air Mobility Command**

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Evolution of PR in DoD



- **1991: Joint Services SERE Agency (JSSA) stands up**
- **1993: ARS deactivated; recovery mission and assets moved to Air Combat Command (ACC)**
- **1994: JSSA appointed Joint Staff (JS) focal point for Personnel Recovery (PR); Non-conventional Assisted Recovery mission revitalized following JS conference**
- **1995: Joint CSAR (JCSAR) Joint Test and Evaluation (3 yr charter)**
- **1996: Missing Persons Act; single OSD policy office for PR**
- **1996: USAF appointed EA for Joint CSAR mission (CSAR Agency)**
- **1999: JSSA dissolved; Joint Personnel Recovery Agency (JPRA) created under US Joint Forces Command (USJFCOM); new PR EA**
- **2000: All new DoD directives and instructions published by DPMO**
- **2003: Recovery mission moved from ACC to AFSOC**



The Landscape Has Changed

- *Changing nature of range of military operations*
- *More responsive and potent conventional capability*
- *War on terrorism*
- *Asymmetric adversaries*
 - Determined, adaptive, and patient
- *Adversary counter-CSAR technologies/tactics*
- *Increased value placed on captured personnel*
 - The isolated person is no longer an incidental result of conflict--the isolated person is the target



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